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DD/M&S 74-0427

05 FEB 1974

MEMORANDUM FOR: Director of Communications
Director of Finance
Director of Joint Computer Support
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training
Chief, ISAS

SUBJECT : Potential Deputy Director Level
FY 1975-FY 1976 Objectives

REFERENCE : Multiple Adse memo dtd 22 Jan 74 fr DD/M&S;
subj: FY 1975-FY 1976 Objectives (DD/M&S 74-0193)

1. Paragraph 4 of referenced memorandum promised each of you some ideas from the DD/M&S on potential DD level objectives. Attached are two sets of potential objectives. One set applies to all M&S Offices; a second refers to your Office more specifically.

2. In some cases you may note similarity between objectives we have formulated and those you have submitted. Since we developed them independently, we thought we would send them along even though they may appear to be duplicative. You will find some of the statements provocative and may question the relevance of others. The intention is to stimulate thought and discussion with a view toward developing some new and challenging objectives for FY 1975 and 76. You should think about these and those you have submitted in terms of paring and refining the list, focusing finally on those which you and the DD/M&S agree are most significant. We look forward to a full and open discussion during the conferences scheduled in late February and early March.

[Redacted Signature]

Chief, DD/M&S Plans Staff

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Attachments: a/s

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Potential DD Level Objectives

General - Apply to all M&S Offices

1. By 31 December 1975 ensure that each M&S Office has a working and documented forecasting (market research) program regarding the family of services it does (or might) provide. The results of this program should measure customer acceptance and satisfaction with present services, improvements needed in present services, consumer tests of new services, and judgments on services no longer desired or needed. X
2. Develop a DD/M&S capital equipment plan (FY 1976-FY 1980) by 31 March 1975, showing the priority ranking of capital equipment and expected return on investment. Measures of priority will include replacement for obsolete capital equipment essential to achievement of the Agency's national intelligence mission, productivity increases expected with new capital equipment and trade-offs between capital equipment purchase and personnel savings. X
3. During CY 1974 begin to build a DDM&S long range plan. Identify by 31 October three experimental techniques (e.g., DELPHI, various operations research techniques, market forecasting techniques, etc.) and how they can be used in furthering a DD/M&S long range plan which would be flexible to change.
4. By the end of FY 1975 identify the costs of major services by consumer component for each Office in the DDM&S.
5. During FY 1975 and FY 1976 provide essential support services with a reduction in resource levels.
6. Review 50% in each of FY 1975 and FY 1976 computer output reports generated by/received by your Office and validate the need for the continued output of these reports. By the end of each fiscal year make recommendations to OJCS for deletion of reports which you no longer need. X

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7. By the end of FY 1975 have implemented a program which meets the spirit and the letter of the DCI's Letter of Instruction program. X

8. Complete a zero base budget review of the DDM&S in FY 1975 with functional areas identified, decision packages formed, levels of effort identified for each decision package, and priority ranking of decision packages by Office. X

9. By 31 January 1975 have the planned Data Access Centers (Hqs., Ames, Key) ready for operation, and, by the end of FY 1975 have the priority MAP systems agreed to between OJCS and M&S Offices operating through the DAC's.

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Potential DD Level Objectives

Office of Security

1. To install by the end of FY 1975 an access control system (badge machine) to further reduce the possibility of unauthorized entrance to the Headquarters building and ultimately save about \$56,000 per year in guard costs. X

2. By 30 June 1975 develop a comprehensive plan which identifies means of improving compound and building security, including a feasibility study of automated control of passenger vehicle entry to the Headquarters compound; the plan should include reduction of the Metro Washington GSA guard force and related guard costs. X

3. By the end of FY 1976 increase the reliability of the intrusion alarm system at the Headquarters building by replacing the ten year old obsolete monitor panel with a new line monitoring system costing \$210K. In addition to restoring reliability of the entire system and providing significantly increased protection, a savings of approximately one man year should be achieved. X

4.

5. By 31 January 1975 develop a data base for FY 1972-FY 1974 showing the percentage of recommendations acted upon in each fiscal year as the result of physical security surveys both domestic and overseas. Analyze the data and recommend by 31 March 1975 whether the resources (input) devoted to physical security surveys is justified based on the outputs (recommendations acted upon). X

6. By 30 April 1975 conduct a joint review with the DDO (tied to the audio threat assessment) of the Agency's technical security program. X
Recommend whether the program should be reduced in scope and concentrated only on highly vulnerable Agency facilities.

7. By the end of FY 1975 prepare a report for the CIA Management Committee on the impacts to CIA that the President's initiative regarding a Cabinet level review concerning the right of privacy and the Government's legitimate need for information. X

8. By 30 September 1974 correct (with GSA) the discipline deficiencies in the GSA guard force cited in the recent IG survey of the Office of Security.

9. By 31 March 1975 submit a study of alternatives to the GSA guard force in providing guard security in the Metro Washington areas as recommended in the recent IG survey of the Office of Security.

10. During FY 1975 develop and in FY 1976 have "on the shelf" suitable alternatives to the polygraph in the event its use is outlawed.

11. By 28 February 1975 review the current investigative policies, criteria, and procedures and revise them as required to fit the current American culture, attitudes and environment.

12. By 31 October 1974, present a study of the impact of the energy crisis on investigations and alternatives to cope with the impacts.

13. By 30 November 1974 report on the impact of the energy crisis on the disposal of classified waste. (Joint with Office of Logistics) X

14. By 31 May 1975 examine the pre-employment process; personnel assignment process; even the total personnel management system and develop suitable reorganizations in the Offices of Personnel, Security, Medical Services and

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Training to provide an Office of Personnel Resource Management within the
DD/M&S. (Joint with OP, OMS and OTR)